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INTENSIFYING COMMUNICATION WITH EMPLOYEES

–Implementing Feedback Days at Opteam
Lounais-Suomi Oy



BACHELOR'S THESIS | ABSTRACT

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INTENSIFYING COMMUNICATION WITH EMPLOYEES

- Implementing Feedback Days at Opteam Lounais-Suomi Oy

The main objective of this thesis is to look into the ways of intensifying the communication process between Opteam Lounais-Suomi operating in Southwest Finland and its employees. The goal is to gain the tacit knowledge from temporary staffed employees through open conversation. This research aims at developing a new communication process between Opteam Lounais-Suomi and its employees. The author will designate Opteam Lounais-Suomi, as Opteam in this paper, and by this refer specifically to Opteam operating in Southwestern Finland.

This research is divided into a theory and an empirical part. The main references concentrate on organizational communication, feedback management and group meetings. In addition to this, theoretical data and research questions are used to support the overall frame of references.

As part of this research two feedback days were organized at Opteam for defined groups of employees during May 2016. Therefore another approach in this thesis is an applied research in practice. The aim of the events was to observe, whether work related issues which would not be discovered through the current used communication channels are raised by using peer-support and the presence of the employer representative.

The results show that the feedback days were found useful to both participating parties, the employees and the employer. The results also show that the employees are willing to give feedback to their employer, and this fact Opteam can benefit from. As an outcome, it can also be determined that the employees themselves gained benefits from the feedback days. This research indicates that the communication process can be intensified by implementing feedback giving opportunities for employees at Opteam.

KEYWORDS:

organizational communication, feedback, group meetings, temporary staffing

VIESTINNÄN TEHOSTAMINEN TYÖNTEKIJÖIDEN KANSSA

- palautepäivien organisointi ja toteutus Opteam Lounais-Suomi Oy:ssä

Tämän opinnäytetyön tavoitteena on tutkia tapoja, joilla nykyistä viestintää voisi tehostaa Opteam Lounais-Suomi Oy:ssä. Työn tarkoituksena on saada vuokratyöntekijöiltä hiljaista tietoa ja palautetta avoimen keskustelun keinoin. Opinnäytetyö tutkii voidaanko uuden kommunikointimenetelmän kautta kehittää nykyistä viestintää työnantajan ja työntekijöiden välillä. Tässä opinnäytetyöraportissa nimitetään Opteam Lounais-Suomea nimellä Opteam ja täten viitataan ainostaan Opteam Lounais-Suomen toimintoihin.

Opinnäytetyö on jaettu kahteen osioon: teoreettiseen kirjallisuuskatsaukseen ja empiiriseen tutkimukseen. Viitekehys tälle opinnäytetyölle koostuu kolmesta pääaiheesta. Nämä aiheet ovat: organisaatioviestintä, palautteenanto sekä ryhmäkokoukset työyhteisöissä. Tämän lähestymistavan lisäksi on opinnäytetyössä käytetty tutkimuskysymyksiä teoreettisen viitekehyksen tukena.

Osana tätä tutkimusta Opteamin valikoiduille työntekijöille järjestettiin kaksi palautteenantopäivää toukokuussa 2016. Täten opinnäytetyö on toiminnallinen viitaten käytännön toteutukseen. Palautepäivien tarkoituksena oli antaa vuokratyöntekijöille mahdollisuus palautteenantoon ryhmissä suoraan työnantajalle. Yksi tämän hankkeen päätavoitteista oli myös havainnoida, nouseeko vertaistuen sekä työnantajan edustajan läsnäolon avustuksella esille ongelmakohtia työhön liittyen, joita ei nykyisten viestintämenetelmien avulla kerrotaisi.

Tutkimuksen tuloksista voidaan todeta, että palautepäivät koettiin hyödyllisiksi molempien työnantajan, että työntekijöiden näkökulmista. Tulokset osoittivat, että työntekijät ovat valmiita antamaan työnantajalleen palautetta, josta Opteamin on mahdollista hyötyä. Tämän tutkimuksen tulokset myös osoittavat, että työntekijätkin hyötyivät palautepäivistä. Tutkimustulokset osoittavat, että viestintää voidaan tehostaa järjestämällä palautteenantomahdollisuuksia Opteamin työntekijöille.

ASIASANAT:

organisaatioviestintä, palautteenanto, ryhmäkokoukset, vuokratyö

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LIST OF ABBREVIATIONS (OR) SYMBOLS

Opteam	Opteam Lounais-Suomi Oy
HPL	The Private Employment Agencies Association
SAK	The Central Organisation of Finnish Trade Unions
NPD	New Product Development

1 INTRODUCTION

This thesis is carried out to Opteam Lounais-Suomi Oy, and it concentrates on the sector of temporary staffing. The main objective of the process is to intensify communication between Opteam and its temporary staffed employees through group conversation. In order to achieve this, specific target groups of employees is chosen to participate into two feedback days where they are allowed to give feedback to their employer and discuss work related issues. In this research the author will answer the question, can feedback meetings with employees intensify communication at Opteam.

Members of the target groups participating to this research are working at the foodservice sector in the Turku region. All members of the target groups work at the same client's facilities through Opteam and are all temporary staff. The aim of the feedback days and of this thesis is to study a new method to communicate, and improve employee satisfaction through open feedback. In addition, the author aims at gaining information from employees that otherwise would not be addressed with the employer. Communicating effectively is essential for managerial success. If a company wishes their employees to be more productive and to feel that they are valued for their contributions to the organization, it must master communication with the employees (Sears 2007, 1). The temporary employees at Opteam, can be communicating within the community where they physically do their job, and hereby exclude their employer from parts of information such as problems in customer facilities. Due to this, there is a need for communication improvement between the employer and the employees at Opteam.

The Private Employment Agencies Association (HPL) executed a research on temporary staffed employees during 15 Feb - 8 Mar. 2016. The research was done by using 6484 temporarily staffed employees from 37 companies. A specific research was also done for the division of Opteam operating in Southwestern Finland. In that research the regional statistics were ultimately compared to the overall statistics of the companies (HPL, 2016). The research measured themes such as the content of work, the work at customer facilities, leadership at customer facilities, the image of the employer, and the overall satisfaction of temporary staffed employees.

Specific themes from the research by HPL is chosen to lead the conversation during the feedback days in order to gain more knowledge on the subjects that reached highly positive- or negative results. The aim is to receive employee insights on the same topics which the HPL study measured. The author assumes that the temporary employees would not otherwise address the topics more specifically to their employer.

The author has been working at Opteam as an HR-assistant since fall 2015. A part of her current job description is communicating with Opteam's employees on a daily basis and therefore this particular subject of research has crossed through her mind before starting this project. The personal interest towards this subject springs from her experiences on organizational communication and the methods used due to the topic. The aspiration is to discover results from this research that benefit both Opteam and its employees, as well as the author herself professionally.

At the beginning of this thesis, the author will shortly introduce the commissioner. The chapter will be followed by an introduction to the concept of temporary staffing. As temporary staffed employees are the main focus group in this research it is important for the author to examine the term more closely. The author will also prove the need for this research in upcoming chapters. This research is divided into two parts. A theory and an empirical part. The theoretical part of research will follow the aforementioned chapters. The author will specifically concentrate on three main topics that will benefit her research on the feedback days. The target topics of the theoretical research are approaches to organizational communication (Miller 2015,38-40;- Kushal 2010-11, 27-28), importance of feedback (Ahonen & Lohtaha-Ahonen 2014, 32-33;- Garber 2008, 1-3), and group meetings (Widdicombe 2013, 32;-Leinikki 2010, 103-104;-Moilanen 1995, 20).

This research is done by using a mix of applied and qualitative data research methods. The target groups answered a questionnaire after the feedback days based on their opinions of the possible benefits the events offered them. The results of the questionnaire in employee satisfaction towards the feedback days are analyzed later in chapter 9. The second part of research outlines the empirical part of this thesis. The author will describe the organizing process of the feedback days and analyze the approaches used. The author used research questions to support her findings in this research. The research questions as well as the methods applied in this process are looked into in a wider perspective in chapter 7. The research questions are answered in the final chapter 10.

2 INTRODUCING THE COMMISSIONER

This study is commissioned by Opteam Lounais-Suomi Oy, a company that offers services in temporary staffing, recruitment, personnel development, outplacement and vocational rehabilitation. Opteam is a nationwide chain that operates locally all over Finland. In addition to the offices located in Finland, Opteam operates in Poland, Slovakia and the Philippines. The turnover of the chain in 2015 was 85 million euros (Opteam, 2016).

Half of the Opteam offices are owned by franchise entrepreneurs and the other half is owned by the corporation of Opteam, Opteam Yhtiöt. Opteam operating in Southwestern Finland, Opteam Lounais Suomi has its own entrepreneur. Opteam's homepage describes their franchise model as follows: "The franchising model is a cooperation model for two economically and legally separate and independent companies." (Opteam, 2016). Opteam Yhtiöt delivers their business model to an entrepreneur to use for a certain period of time. The Opteam entrepreneurs operate independently to the general concept and answer wholly of one's own area in which the business operates in (Opteam, 2016). All members in the Opteam chain use a similar business image and carry out cooperation in practical business operations. In the sector of temporary staffing Opteam Lounais-Suomi has customers e.g. in the restaurant and catering business areas, food services, retail sales and the industrial sector (Opteam, 2016).

3 CONCEPT OF TEMPORARY STAFFING

In temporary staffing the user company of the employees makes a contract with a staffing service. The contracts and responsibilities are visualized in figure 1. In temporary staffing the company that is using the employees in question, are called the client companies. The staffing service acts as the employer of the workers whereas the client company is responsible of supervising the employees when working at their facilities. The popularity of temporary staffing has grown rapidly during the past decade. The main reasons are related to cost savings and the efficiency for companies that temporary staffing offers (Schaefer, 2016).

Businesses today may wish to test their employees before hiring them as permanent workers and therefore temporary staffing is a route to find suitable personnel. It is not unusual that temporary staffed employees end up receiving a permanent contract from a client company after first working through a staffing service as a temp. In today's economical situation this is also one of the reasons why workers agree to temporary contracts. When the opportunities are either to work through a temporary contract, or unemployment the first option is often chosen as people wish to work (Reilly, 2012 320-324). Professional unions operating in Finland, The Central Organisation of Finnish Trade Unions (SAK) and Trade Union Pro have released a guide for temporary staffing. It explains that both employers and employees are both quite satisfied with temporary work and into the benefits it holds (Vuokratyöopas, 2016). Working through a staffing service offers benefits to the temporary employees such as the freedom to choose their own working hours and the opportunity to decline of shifts. Aforementioned makes temporary work suitable for people with limited time use e.g. students and young adults taking their first steps in the professional world.

The chain of Opteam employes about 10. 000 employees from which about a half is under 25 year olds (Opteam, 2016). Opteam also employes seniors and people willing to do extra hours in additton to permanent jobs elsewhere. The senior employees are often citizens who cannot work full time, or are retirees wishing to work part time.

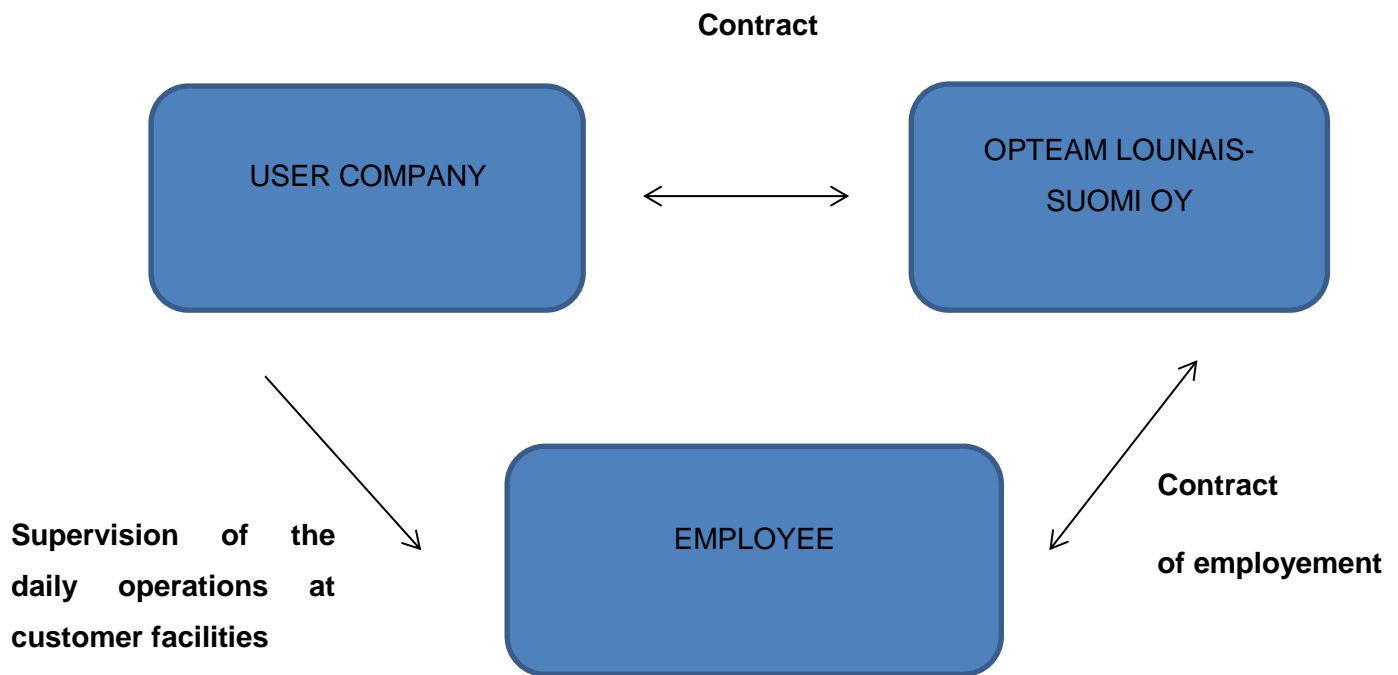


Figure 1: Contracts- and responsibilities in temporary staffing (Työturvallisuuskeskus 2008, 4).

When examining the different types of temporary staffed personnel used in this research, they can be divided into two groups: the ones who work full-or defined weekly hours, and the ones who work for request. The employees who work full-or defined weekly hours are determined with a facility where to work and a clear occupation as well as specified working hours. The variable that makes them temporary staff is that these employees have temporary contracts for a certain period of time. The employment contracts are on a regular basis either terminated or extended due to customer wishes.

The group of employees who work for request, do not have specific working hours defined in their contract. These workers are free to choose when and where to work, and they often do a variety of different job descriptions per week. The feedback days which this thesis studies, consists of employees from both groups.

4 ORGANIZATIONAL COMMUNICATION

Effective communication is an important part of organizational operations today and it has been studied widely in the past. In the following chapter the author examines theories applicable to group communication that may effect the overall communication process during the feedback days. This chapter studies the types of communicators using e.g. The Ping Pong Theory (Kushal 2010-11, 27-28). The Ping Pong Theory is used to understand the communication process between two separate sides and views. In this research the two parties communicating with each other are the employer repsesantative and the groups of employees. The Three Approaches to Communication theory (Hartley & Bruckmann 2002, 14) is also looked into in this chapter. Since people are individuals, messages can be perceived differently among a variety of persons. As the author studies group meetings in her research it has to be noted that people tend to send and receive messages in diverse ways and this may effect the interaction between the participants during the feedback days.

In the sub-chapters the theoretical data on the benefits of group meetings is analyzed. The author contemplates the both views of similar and diverse group meetings by using statements from theoretical references (Aalto, 2012; Leinikki, 2010; Moilanen 1995).

4.1 Considerations to Oral Communication

Several references show that communication is perceived differently in different cultures and differences can be discovered in communication methods inside different cultural groups (Nimmo, 1979, 400; Cunningham.et.al. 2003, 834; Krizan.et.al. 2008, 44). Organizational culture is tighly related to the communication processes between persons. Effective communication is a lot more than just words being said. When examining the process of understanding the message that is received, cultural factors must be taken into account. It does not always mean that people do not understand what is being told, or neither that people do not communicate properly. Signs of communication are read differently inside each culture groups such as words interpreted (Da Forest et.al 2005,7; Shirato & Yell 2000, 8).

A theory by Clarpitt (2001) introduces three approaches to the forms of communication:

- Arrow
- Circuit
- Dance

The above mentioned approaches describe individuals who communicate in different ways. The communicators who follow the arrow approach believe that with a clear message, they will send their message at once clearly. This can be considered as a rather straightforward approach for sending messages. The circuit communicators focus on mutual communication, including both the message sender and the receiver into the conversation. The circuit communicators often stress the importance of feedback, which allows both parties to participate to the conversation. In Clarpitt's (2001) theory, the communication process between participants is compared to dance as a result of co-ordination of meanings that are both governed by rules (Hartley & Bruckmann 2002, 14) whereas Thompson (2011, c 6) also introduces three other approaches to communication styles: the aggressive, submissive and assertive approaches. An aggressive style of communication can be seen as a selfish communicator that sets one's own needs before during the communication process, whereas the submissive communication style puts the needs of others participating into a conversation first in priority. Assertative approach can be considered as a medium of the aggressive and submisiive approaches (Thompson, 2011, c 6). In addition to the different styles how one tends to communicate, the surroundings of employees affect into the ways they communicate in the moment. Aarnikoivu (2010) argues that the interaction between two parties is influenced by in which territory a conversation is being held. She suggests that the best area to held sessions between the employer and employees would be a general area such as a conference room in order to succeed in a open, successful conversation (Aarnikoivu 2010, 143).

When doing research on a subject such as the feedback days, the Interaction Theory of Communication must be examined. The theory is known for its many names: The Ping Pong Theory, Inter-Personal Theory or the Circular Theory (Kushal 2010-11, 27-28). Figure 2 presents it below. In this approach, ideas, feelings and emotions are exchanged until a common result is found. The communication process is in the form of a message between a message sender and receiver. In this research the message senders are the groups of temporary employees whereas the employer representative is receiving the message. This way of communicating only works when the message sender receives reactions from the message receivers. The Ping Pong Theory can also be used in the knowledge context perspective. Ståhle & Grönroos (2000, 230) embrace the importance of dialogue inside-and out of the organization when analyzing approaches to knowledge management which is tightly related to communication among organizations. When seeking for a dialogue, the participants are not just exchanging knowledge between each other, they are trying to understand each other and build on each other's opinions.

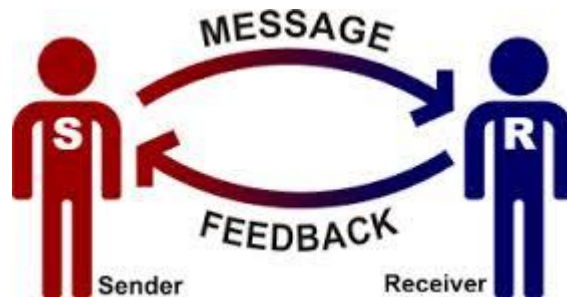


Figure 2: The Ping Pong Model (www.daniellesingh1.wordpress.com)

4.2 Benefits of Group Meetings in Organizational Communication

Leinikki (2010) addresses the importance of group meetings where people can relate to others. She states her arguments specifically targeted to temporary workers and brings out that when people are working at temporary jobs, it is important that the employees do not have to cope with problems on their own. The employees should be prevented from thinking that a temporary job is a special feature or even a flaw. It is important that the employees have a group whom they can relate to, people that are part of the same professional identity (Leinikki 2010, 103-104). Aalto (2012), supports the benefits of interaction in organizations among equals as well. One's own perspectives can be processed through views addressed by others in the same surroundings. It reflects on professionalism by separating which knowledge is valuable and which is not. Relevant-and right knowledge become evaluated among interaction in organizations (Aalto 2012, c 2). In addition to homogeneous groups, group conversations have been found valuable in heterogeneous groups as well. One can benefit and find solutions to personal issues at work, when thoughts and problems that differ significantly from each other. In group sessions some participants may find that their problems are not as serious as originally considered. Social comparison increases during group conversations and for some, this brings relief. Despite, it is important to stress that when the conversation in groups focuses on specific problems at work, special trust need to be carried out among group members (Moilanen 1995, 20).

5 FEEDBACK AS PART OF COMMUNICATION

In the following chapter the importance of feedback in organizations will be stressed. Feedback may evaluate one's behaviour and performance as well as offer recommendations for improvement (London 2015, 15). Employees call for opportunities to address their wishes and needs to their employer, therefore managers having feedback session with their employees would act as good forum for such conversations in groups (Työturvallisuuskeskus, 2016). The role of feedback plays an essential part in this research and therefore organizational feedback giving is looked into by using acknowledgements by Ahonen & Lohtaja-Ahonen (2014). The negative features of feedback is also looked into in this chapter (London 2003, c 1). The references used in this chapter also present the benefits that employee feedback giving offers to employers.

This chapter helps the author to understand the reactions that feedback may cause during the feedback sessions. In this section she also evaluates whether the group meetings are suitable forums for feedback giving by studying elements of meetings (Henkel 2007,31). This chapter also looks into the distribution of information and knowledge around organizations (Ahonen & Lohtaja-Ahonen, 2014) in order to understand the amount of knowledge that employees keep inside.

5.1 Importance of Feedback

Employees are often more knowledgeable on what goes on in their jobs than their employer, therefore the feedback gained from the employees can be considered as more important than the feedback sent to the employees themselves. When management teams hear feedback from their employees on a regular basis, they can hear from their successes and areas of failure. This will give tools for the employer to fix occurring problems as soon as possible (Ahonen & Lohtaja-Ahonen 2014, 32-33). Figure 3 below expresses the distribution of knowledge in different organizational levels. The figure concentrates to the problems in organizational levels which have not reached the mid and top-level.

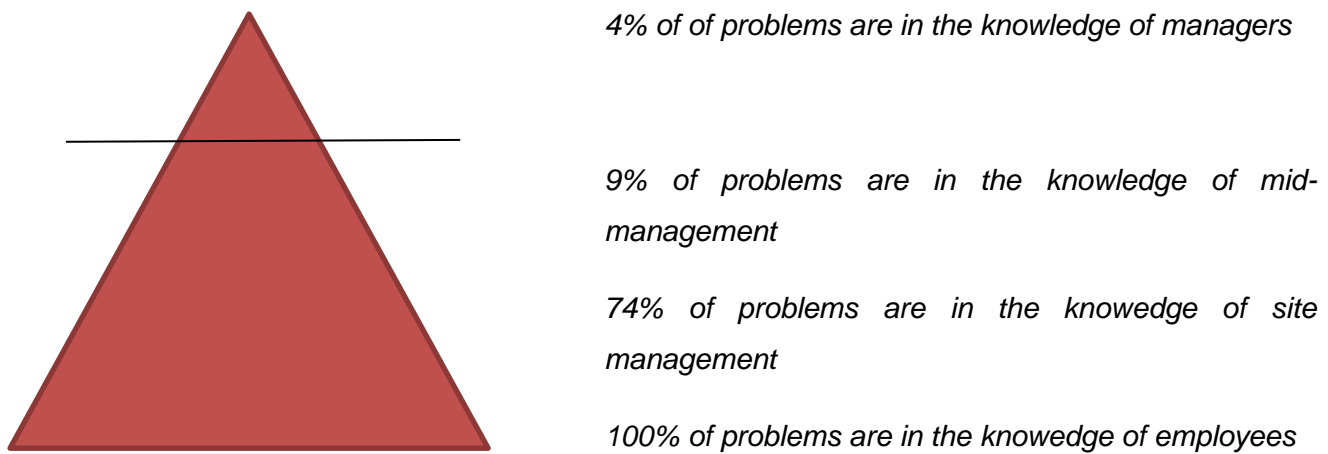


Figure 3: The Iceberg of Ignorance (Ahonen & Lohtaja-Ahonen 2014, 32)

It can be found difficult for employees to give feedback. Employees often fear that they are considered as complainers, criticisers, or their suggestions are not worth listening to. Ahonen & Lohtaja-Ahonen (2014) state that in Finland, employees rather change employers than give direct feedback to their supervisors. This is due to the power that supervisors have in organizations and therefore relationships with supervisors are considered to be the most important relationships employees have inside organizations (Ahonen & Lohtaja-Ahonen 2014, 43). These relationships are wished to stay as positive. Therefore negative or constructive feedback from employees to employers is considered to potentially ruin this relationship. It is still studied that employee feedback giving is crucially beneficial for organizations. Whereas employees receive feedback from managers, employers must gain constructive feedback from their employees as well in order for a business to grow (Lavoie, 2015). "Managing without a proper dialogue with employees is telling, whereas communication without a proper dialogue is informing". In these cases only the bravest of employees dare to address their insights to employers (Ahonen & Lohtaja-Ahonen 2014, 34). It is hard to determine one's performance, if feedback is never gained. It works both ways.

Garber (2008 1-3) also supports the benefits of feedback giving. He analyzes that when giving specific feedback in order to guide and direct, it will increase the quality of future performances .

It is clear that most studies about feedback giving are seen as positive results in organizations but there are negative affects to be considered on feedback sessions as well. When feedback is given in groups, one might agree to negative statements made by others, just to appear in a certain way in the group. This may effect to the reliability of information gained, if participants are not addressing their true feelings. The role of the feedback receiver may also be difficult, as if the comments gained are not matching the feedback receivers own views. London (2003 , c 1) has described the negative features of feedback more specifically below:

- People may feel uncomfortable giving and reciving feedback.
- People may give feedback to reinforce themselves or manipulate how others see them.
- Givers of feedback might act hurtfully and destructively towards the receivers. It is done either intentionally or unintentionally.
- Receivers of feedback might be cautious of being evaluated, defensive of negative feedback, or ignore the information they are receiving.

A reason to set up feedback meetings is to recognize upcoming problems (Henkel, 2007). A usefull feedback meeting requires that all parties participating to the conversation are willing to be open and talk about topics that are not in their comfort zone. Typically the comfort zone moves around easy day-to-day related topics as well as emotions and values that are more difficult to deal with. When the comfort zone is crossed in between the participants, people are willing to be open and discuss about subjects that would be normally left out of the conversation. The more freely participants talk, the more benefits are gained (Aarnikoivu 2010, 76-77).

Henkel (2007) introduces types of meetings that can be applied in organizations: the decision-making meetings and the problem-solving meetings. From these forms of meetings, the decision-making meeting suits for feedback meetings since people participating are usually employees, managers or customers depending on the meetings agenda. Figure 4 presents the process of a meeting below.

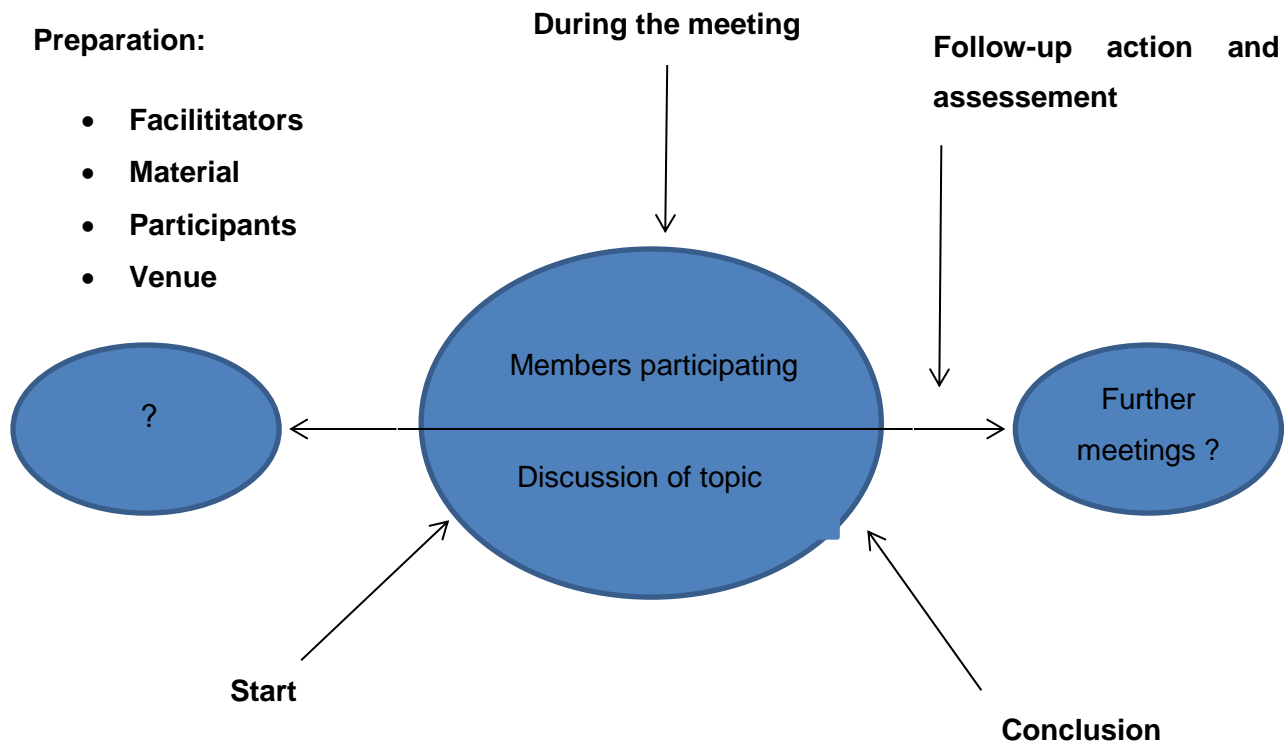


Figure 4: Process of a meeting (Widdicombe 2000, 21).

In addition to the steps introduced in figure 4, it is also important to analyze why participants would show up at all to the feedback meetings. It should be determined that what is the purpose of the meetings and analyze why participants might wish to attend (Widdicombe 2013, 32). Setting up the meetings can take a lot of effort, and there is a risk that not enough people show up. The main elements of a decision-making meeting are listed below (Henkel 2007,31). The formula of a decision-making meeting is applied in this research for the feedback meetings.

- Define the agenda.
- Discuss it.
- Explain what should be accomplished in the meeting.
- Establish criteria to be used to evaluate alternatives.
- Discuss problem solutions.
- Make decisions about the alternatives.

6 INCENTIVE FOR THE FEEDBACK DAYS

Not all employees working through staffing services are in face-to-face contact with their employer on a day-to-day basis and therefore communication can be difficult and lacking in certain areas. Efficient communication through different forums is important. When starting this research Opteam was mainly communicating with their temporary employees through a few main channels. These consisted of phone calls, e-mails, an extranet software and text messages in addition to occasional face-to-face meetings. Opteam wished to intensify the communication with their employees and therefore two feedback days were organized as a part of this thesis. The aim was to address and find problematic topics which necessarily would not come up through the communication channels above.

Subjects that necessarily never end up to the ears of the employer may be problems related to Opteam's customer companies and therefore an employee may feel that they cannot or do not want to address problems occurring at customer facilities. The reality is that Opteam should need to know about occurring problems, in order to react to them. A guide book by Reilly (2012, 320-324), lists important questions that a staffing service should consider. Why would a temp tell others that the staffing service at questions is better than the average? Better than others? Better than last year? Are they motivated to do so? By intensifying the communicating process with employees, Opteam will be able to answer these questions, and also develop currently executed operations.

The idea behind the feedback days is that employees working at the same customer's facilities would be more comfortable addressing issues with the support of others in the same situation, and with the support of their employer representative. Employees may think that the employer already knows about issues occurring. Therefore the employees will not address problems separately. The employees must be assisted to do so (Scott, 2007 176). One advantage of a group meeting is that the presence of a group has the potential to pressure employees into opening up and sharing what is on their minds (Clardy, 2012 177). It was agreed that if the first feedback day would reflect as positive results, the same formula of a feedback day could be used in other larger clients sectors as well, in addition to the food service sector.

7 RESEARCH STRUCTURE

In earlier chapters the author presents theories most relevant to this research. As this thesis aims at Opteam gaining benefits from the feedback days, the theoretical chapters look into theories regarding feedback management, approaches to communication and the benefits of group meetings. These three topics create the theoretical frame of references to this research paper.

The theoretical part of the research is followed by an empirical part of research. The author carried out two feedback days, and executed a questionnaire for the participants afterwards. The questionnaire assists the author to discover whether the feedback days were found useful or not from the point of view of temporary employees. The empiria also looks into the organizing process of the feedback events, as well as analyzes the methods used and results gained. The empirical part is more carefully looked into in chapter 8 where the author introduces the implementation of the feedback days. In chapter 10 she concludes her findings to present suggestions and development areas for future group feedback meetings at Opteam.

This research concentrates solely on temporary employees that work at same customer facilities. The variables of age and gender are not considered in this research. The author finds it more valuable to categorize employees depending on the sectors and client facilities where the work takes place. The contents of the feedback days are left out of this research but the topics used at the feedback days are commented in order to gain knowledge, can the same topics be used in the future in similar events.

7.1 Research Questions

Within this research Opteam and the author aim to intensify communication with the temporary employees. The researcher organized two feedback days for the employees which are piloted during the process. This research focuses entirely to the possible benefits the feedback days may offer to Opteam and its temporary employees. This paper looks into the following objectives:

- Improving communication with employees.
- The organizing process of two group feedback days.
- Gaining important information from employees through effective and open communication.
- Increasing employee satisfaction.

This research paper will focus on the research questions below:

- How can Opteam as an employer benefit by organizing the feedback days for employees working at same customer sectors?
- How can Opteam's temporary employees benefit by participating to the feedback days?
- Can feedback meetings with employees intensify communication at Opteam?

7.2 Research Methods

This thesis is carried out by using a mix of qualitative-and applied data reseach methods. Defined groups of participants of the feedback days are examined during the process. Therefore a qualitative data research method is more suitable for this project. Qualitative data research methods attempt to measure, evaluate and observe (Murray 2003, 1).

The usefulness of the feedback meetings for the temporary employees is measured in the form of a questionnaire. The feedback days held 19 participants altogether and they answered the questionnaire immediately after the event was over. Questionnaires are generally a quicker way to collect data, when compared to individual interviews for example (Dörnyei & Taguchi 2010, 6). In this research a questionnaire was used in order to gain a larger quantatie of answers at once. A questionnaire can be used to measure the effectiveness of a particular communication method but questionnaires tend to give inaccurate results when executed unanonymously (Davis & Shannon 2011, 21). In anonymous questionnaires people may anwer more truthfully and therefore the questionnaire applied in this research is anonymous. The questionnaire implemented in this research intended to evaluate how the employees perceived the feedback days. The questionnaire measured employee satisfaction using the Likert type response scale (Trochim et.al. 2016, 183). 11 statements related to the feedback days were made at the questionnaire and the employees rated the statements from 1 to 5, one agreeing the least and 5 agreeing the most to a statement made. One unstructured open ended question was also used at the end of the survey to gain excess comments from the employees (Trochim et.al. 2016, 182). The findings from the questionnaire give the researcher as well as Opteam the possibility to evaluate, whether the feedback days such as these benefit the employees. The results are evaluated based on the frame of references and the knowledge gained during the feeback days. In addition, both of the feedback days were observed by the author herself.

Since this research is carried out for a commissioner it also implements the applied data research method. There was a clear need for a research to be done as described in chapter 3, and therefore the feedback days were carried out in practice. Below a list of the steps took and applied to this research:

1. Contract with Opteam Lounais-Suomi Oy.
2. Knowledge base and approach plan.
3. Determining the goals according to the needs of the commissioner and the researcher.
4. Planning of the feedback days.
5. Prior tasks and implementation of the feedback days.
6. Assessment of implementation and findings.

The knowledge base for the project is gained through theoretical references. The author also took advantage of Opteam's past experiences and knowledge level regarding how the approach plan should be designed. The goals were determined before the feedback days. The main goal was to gain tacit knowledge from employees from which Opteam could benefit from. The steps above created a clear path for the implementation of the feedback days.

7.3 Reliability and Validity

The author stresses the benefits and drawbacks of the feedback days by using studies and literature dealing with these subjects. The references used in this research are a mix on Finnish and international literature. The author aims to use diverse references in order to gain a wide range of knowledge on the subjects dealing with this specific research area. The literature used in this research is also carefully selected, as the author sought to be critical towards sourced used. The references are gathered from the internet and from the Turku City Library, from which all the Finnish literature is found. The study on temporary staffing (HPL, 2016) is also used as an important backbone in the feedback conversations, due to its wide range of research area. That research is provided to the author by her employer.

In this research the author combines the empirical part of research into theoretical findings. The theoretical references merge the empirical findings into a combination of results. It was important for the author to familiarize herself to the general rules of group meetings in order to succeed in leading the groups during the feedback meetings and as a result gain beneficial results for both parties. The researcher also ensured that enough temporary employees from the target groups would participate, in order to gain as much results as possible.

The content validity of this research is proven by aiming at accurate research results. A questionnaire was implemented to the participants of the feedback days and it was answered anonymously. This made the whole process easier to the temporary employees to answer truthfully since there was no risk of their identity to be revealed (Dörnyei & Taguchi 2010, 17). Content validity of a research consists of the measurement capability, the quality of the statements made in the questionnaire and informing the respondents before answering (Kajaanin ammattikorkeakoulu, 2016). The author chose the statements made at the questionnaire with a view to measure only relevant topics to this research. Before the respondents answered the questionnaire, the researcher informed the intentions and goals of the research.

Even with the contents of the feedback days being left out of this research, it is important for the researcher to evaluate the effects to the validity that the contents of the feedback days hold. The feedback days were both executed anonymously, meaning that all employees participating to the feedback days were promised anonymity regarding the contents of the feedback days from the organizers side. The organizer could not promise anonymity of the contents discussed at the feedback days in behalf of other participating members. This may effect to the overall questionnaire results on how freely the participants feel that they can participate to the conversation. The validity of the research was also supported by Opteam's staff when analyzing the possible benefits the feedback days offered. After the feedback events the author delivered a summary of the discussions to Opteam's personnel. The summary is left out of this research but used as an important source to evaluate how much useful information was gained from the feedback days.

Reliability of a research is based on the consistency and the accuracy of the results provided (Kajaanin ammattikorkeakoulu, 2016). The respondents of the questionnaire could not modify their answers after returning the final answers. After the questionnaires were returned, the author solely analyzed the answers. The researcher aimed at gaining as accurate results as possible by double-checking and calculating the final results twice before stating them at this thesis. The author also intended to avoid measurement errors in the questionnaires by calculating the results in multiple ways using percentages and mode averages of the results. To increase the reliability and prove the content of the feedback days used, the organizer tested the methodology used at the feedback days before it was executed in practice. The aim was to test the amount of time that the meeting would approx. take and assure that the original feedback day would be carried out successfully. The term *Concept Testing* is generally known in *New Product Development* (NPD) processes but adapted to event organizing in this research. The method was used in order to gain constructive feedback of the tasks and conversation topics used at the feedback days. *Marketing Screening* is an approach to *Concept Testing*, and has been used in event management during the past. *Marketing screening* evaluates how the target audience (or in this case target group) will respond to the event content. It assisted the organizer to determine whether the concept is found interesting and attractive to participants. The assessment can be done by using co-workers, friends or stakeholders whom have insights on what is sought by the event (Bowdin et.al.2011, 249).

8 IMPLEMENTATION OF THE FEEDBACK DAYS

When organizing group meetings with clear objectives and future development ideas, it is important to execute specific actions before the events, such as sending invitations and process people's motivation to participate. The sequence of the days must also be planned carefully. It's common that at feedback meetings participants can not stay in subject. Due to this the planning process of the day must be carefully done (Henkel 2007, 31). The project planning of this research started during March 2016, and dates for the feedback days were set to the end of May. This allowed the researcher to gain a knowledge base and a clear approach plan for the feedback days. The implementation of the feedback days is introduced in this chapter.

8.1 Preliminaries

At the beginning of the process, it was determined that which professional group of employees would be used as the target groups. The researcher consulted a personal supervisor at Opteam, and it was agreed that a target group would be selected based on the size of a particular customer, a large customer sector. It was important to the author that all temporary employees who matched the target group requirements would have the possibility to participate to the feedback days. Eventually 139 employees were invited, as it was in common knowledge of the organizer and Opteam that all of the invitees would not attend the event. The organizer decided that more than 10 people could not attend to the same session at once. This was necessary due to the limited space the Opteam offices could offer. The invited employees were requested to respond to the invitation at the latest by 20 May 2016. This gave the author time to execute modifications to group sizes if needed.

Originally it was agreed that a single feedback day would be held 24 May 2016. It was expected that not too many employees would be interested on attending the event and therefore the original plan was to pilote only one feedback session. Unexpectedly the amount of interested participants grew and modifications to group sizes and dates were made. Eventually 25 employees signed in to the meeting from which 19 people finally participated. The author decided that two separate feedback meetings would be held by splitting the participating employees into two groups.

They took place 23 May and 24 May 2016. This enabled the researcher to manage a decent and well flowing group conversation.

The invitations to the events were sent via e-mail 2 May 2016. It was agreed that the invitations should be sent as early as possible, in order for the participants to make arrangements to come. Opteam brought up that the employees would need a motivator to show up for events as such. In addition to serving coffee and snacks during the meeting, it was promised that a restaurant gift certificate would be drawn among all participants. The invitation sent, also suggested that all participants would think about possible subjects which they would like to discuss at the feedback meetings in addition to the ones that the organizer had selected. The employees were proposed to send the topics beforehand via e-mail to the organizer or bring them to the feedback day. A large group of the participants answered the invitations during the first two weeks. The amount of employees participating and dismissing the session was monitored during the whole process by updating an Excel sheet. This method was used to count the amount of interested and uninterested of the feedback days.

8.2 Content of the Feedback Days

The contents of the feedback days were originally meant to evaluate the section of poor rated results based on the study of temporary staff (HPL, 2016), and discuss the results open. The original plan was modified during the organizing process due to high amount of topics which the employees wished to talk about before the feedback day. It was important for the organizer to address these issues beforehand, in order for the employees to be heard. The study results were still used as a base for the general conversation (HPL, 2016). Otherwise theory was used to conduct the content of the feedback days (Piispanen, 2003). The author decided to write the discussed topics and comments down during the feedback day, and transcribe them open after both meetings were held.

An important approach to the design of the feedback days was to hear from Opteam's employees and therefore the content of the events were designed to accomplish that mission. The content of the feedback meetings is described in the following:

- Introduction.

In addition to the organizer, all participants introduced themselves to others participants.

- Group assignments.

The participants in each feedback day were divided into two groups. Both groups were asked to think together the elements that their employer is doing well, the ones that need improvement in and bring up ways how the operations could be developed to the future. The answers were gathered together inside the groups.

- Analyzing the results through group conversation.

Each group presented their results to other participants and opened them up. Each participant was welcome to comment on subjects addressed in this section.

- Theme cards.

Each participant was handed a card with a certain theme written to it, e.g. "orientation at work". All employees commented their feelings and thoughts on the theme which was written on their card. This was carried out in turns. The themes selected to these cards were a mix of the highest and lowest results from the study of temporarily staffed employees (HPL, 2016) and topics which employees personally wanted to address.

- General conversation and questions.

In this section the topics that the author received beforehand from the employees were addressed and discussed in more detail. During this phase the employees also had the opportunity to ask questions from the organizer and talk freely.

- Responding to the questionnaire.

The researcher used a group assignment as one of the tasks carried out in the feedback meetings. This was familiar to her from past experiences and development discussions and therefore was found useful for her personally. The group assignment was aimed to create a relaxed atmosphere among participants and therefore lead to beneficial results during the conversation (Piispanen 2003, 5). It was also important that the employees could be a part of the decision making process and therefore an approach from *Participative Management Strategy* was used as including the employees to the decision making process by thinking ways to develop Opteam's current operations (McMillan, 2016). The other methods such as the theme cards, and general conversation had the objective of learning about the true thoughts of the participating employees.

It was important for the researcher to get more insights on the topics used in the theme cards in order to find reasons why certain areas were rated high or low at the HPL (2016) research. The employees also sent topics which they wished to address at the session beforehand via e-mail. These subjects were taken into consideration in the theme cards and the combination of all topics modified into the ensemble of theme cards.

8.3 Evaluation of the Feedback days

Both feedback sessions can be considered as a successes. Six members who had signed into the meetings did not show up but despite of this, the employees participating provided enough material to the researcher to analyze. Eventually the first discussion group held 23 May had nine members and the other group held 24 May had 10 participating members.

Not all topics that were chosen to the theme cards were addressed because of the lack of time. These subjects were replaced with the own views and comments of the employees. This was a beneficial aspect for the organizer. Before the feedback days, it was assumed that the target groups would not necessarily start discussing without encouraging them with given topics. Therefore e.g. the themecards were chosen as a tool for the meetings.

Othwise the original formula planned for the content of the feedback days was realized. The time that was taken to the feedback days eventually stretched to the middle of two and three hours, which was a longer time that the author originally evaluated for the time taken. The author allowed the conversations to go on over-time since it was important for her to let every participating member speak their views open.

During the feedback days the author herself analyzed the different communication ways that people tend to have. It was relevant to analyze this aspect in order to find out can the best results be gained through group feedback meetings, if people communicate in notably different ways. Both groups consisted of a mix of diverse ages, genders and individuals and therefore the author concentrated on evaluating how diverse ways of communicating effect the flow of a group dialogue. The author analyzed how participants acted during the conversation and from the results, was able to find similarities in communicators in Thompson's (2011) communication theory introduced in chapter 4.

The feedback days were designed based on methods which literature introduced as usefull tools, and to the authors personal past experiences that were proven by herself. The Ping Pong Model (Kushal 2010-11) can be compared to the overall structure at both feedback days. The employees had an open dialogue (Ståhle & Grönroos 2000) which the researcher observed and lead on. In addition to the dialogue between the participants, the employees included the organizer to the conversation by asking questions and therefore the overall conversation consisted of both parties listening and reacting to each other. The author as well as the employees found the chosen topics that were discussed usefull and powerfull as a tool for endorsing conversation. At the beginning of the meetings the researcher chose to use a group assignment as a method to relax participants among each other. This also met expectations, since in both group meetings this triggered the dialogue among participants.

Based on the notes that the researcher made during the feedback days she was able to examine the data gained from the employees more carefully. A final report was written after the feedback days for Opteam, which brought out all the data gained from the meetings. This allowed the author to analyze the true benefits of the meetings in cooperation with Opteam. Although the information gained from the feedback days will not be introduced in this thesis specifically, the author will comment on the results in chapter 10. The feelings of the feedback days from the point of view of employees will be analyzed in the following chapter.

9 DATA ANALYSIS

The questionnaires were handed to all employees who participated to the feedback meeting. 19 questionnaires were filled out altogether and returned. The results of the questionnaire are presented in this chapter using the mode averages and percentage distributions. The employees rated statements presented in the questionnaire from agreeing with least (1) to agreeing with most (5) and the intermediates between those options (2-4). The options used in the questionnaire are visualized in table 1. In addition to the Likert type response scale (Trochim et.al. 2016, 183) the employees answered one open ended question (Trochim et.al. 2016, 182) and were also able to write their own comments freely. The last questions are presented below:

- What was good/ bad in the conversation?
- Free comments

Not at all	Not quite much	No opinion	Quite much	Very Much
1	2	3	4	5

Table 1. Options in the questionnaire.

The mode averages of results are presented in table 2. The results were measured calculating which option of numbers (1-5) gained the most of same answers in each statement category. The amount of answers (n) matching to the total mode of results is presented next to the final mode average and percentages. The table below shows that the most agreed topics (5) were: "I believe that the topics discussed were taken seriously" (n=13), "I found it nice to meet other employees who work at similar customer facilities" (n=12) and "I would recommend participation to a feedback day to others" (n=12). As seen from the table, all of those statements were rated as 5.

	Mo	n	%
1. The conversation was usefull for me.	4	11	58
2. I discussed topics openly.	5	10	53
3. I will participate to feedback meetings in the future.	5	9	47
4. We discussed things that i would not normally address via messgae or phone.	4	10	53
5. I found it nice to meet other employees who work at similar customer facilities.	5	12	63
6. I believe that when issues are discussed about, it will endorse my job satisfaction.	5	9	47
7. I can influence by telling about things	5	9	47
8. I would recommend participation to a feedback day to other	5	12	63
9. I wish to share all positive and negative things with Opteam	5	11	58
10. I believe that all topics discussed were taken seriously.	5	13	68
11. It is easier to address issues together with other:	5	9	47

Table 2. Quantaties and percentages compared to mode averages.

The final results had some breakdown and therefore the results were also analyzed in percentages. This enabled the researcher to evaluate the distribution of results in detail. Table 3 presents the distribution of results in percentages. The amount of respondants agreeing very much (5) and quite much (4) were the most chosen options in all statement cathegories and from this the author can prove that the temporary employees experienced the feedback days useful all at some level.

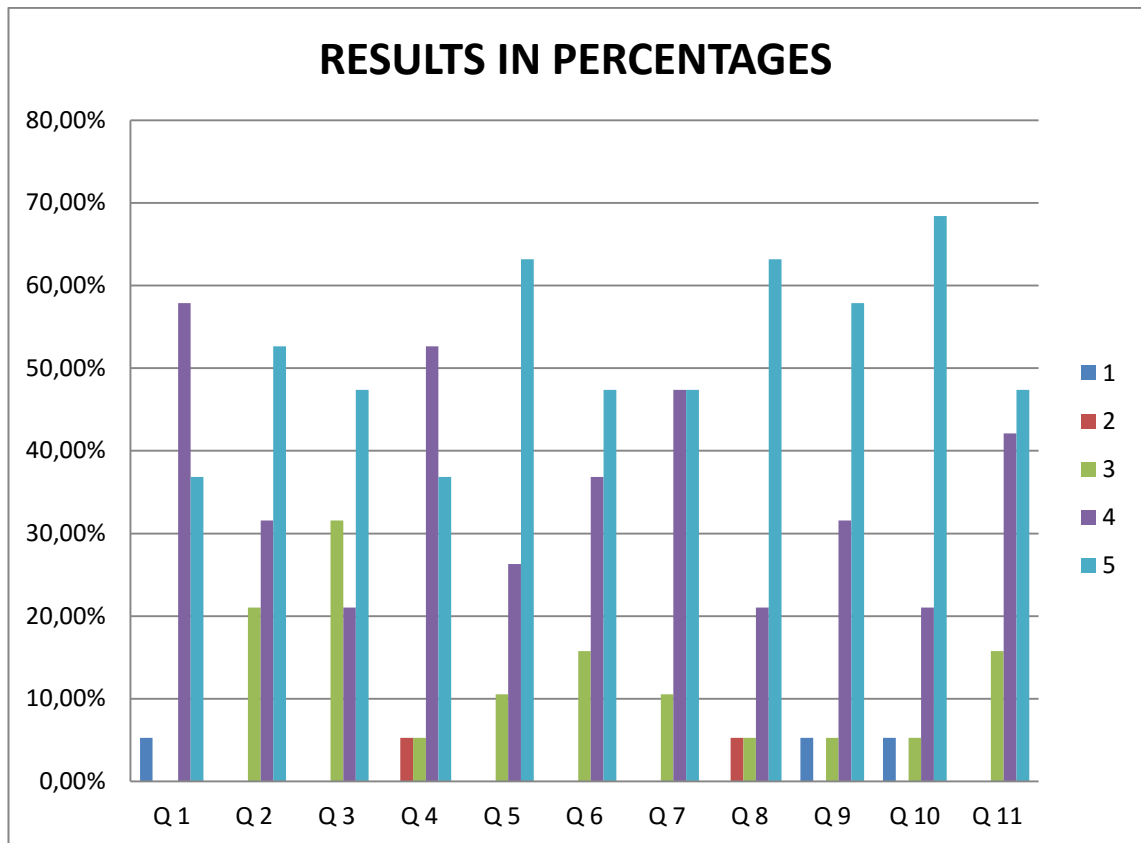


Table 3. Distribution of percentages in each statement (Q).

The results show that the employees found it useful to meet other employees. At the end of the questionnaire employees stressed the importance of it, when asked what was good in the conversation. This supports the theory of (Leinikki 2010) that group meetings enable people to relate to each other. Also (Moilanen 1995) addressed that by group meetings one can find solutions to problems occurring at work. The results supported this statement as well. Below are comments from participants when asked what was good in the conversation translated from Finnish.

“Talking with others, bringing out my own views and ambiguities as well as telling and asking. Also hearing from others and peer- support.”

“Clearness to things and awareness of support available was good. I feel revealed that I was able to address my issues.”

The author was able to deduce from the employee comments below that gaining additional information from the feedback meetings was also a clear benefit to the participants.

This aspect became very important during the meeting since the employees had so many questions and unclear views of operations. Aalto (2012) and Leinikki (2010) both stressed the importance of group meetings and overall communication among equals. In the employee comments below, the importance of hearing from others and excess information gained is shown when asked what was good in the conversation. The comments are translated from Finnish.

“I heard a lot of new information about customer facilities. The topics chosen to the discussion were good.”

“ I received answers to a few questions that were bothering my mind.”

“Openness, others opinions from customer facilities.”

“I heard others opinions on places, it was a good thing. I heard things from which I did not know about.”

“ I heard opinions from others from places where I have been myself. I also received information that I have not found myself.”

“ A good thing about the conversation was that I could freely tell good and bad things.”

Negative comments were not stated by the employees regarding the conversation despite that the questionnaire was anonymous. The willingness of employees giving feedback and the motivation to participate had to be analyzed in order to find out can these kind of meetings be organized in the future. The results were positive and they supported that employees want to and feel the need to give feedback to their employer. The questionnaire results also show that most respondents would recommend participation to feedback days to others.

The events already arouse interest before they took place, and employees who could not participate to the conversation, sent topics from which the participating members could discuss about. From this reaction, the author came to the conclusion that even the invitees that could not participate to the meetings are willing to address issues with their employer.

10 CONCLUSION

The research which was used as the backbone of this thesis (HPL, 2016), addressed the satisfaction of temporarily staffed employees in specific thematic areas which the author wished to analyze more closely. One of the objectives of this research was to discover specific insights from Opteam's employees related to the results presented in the HPL (2016) research. During this process, the author intended to gain the information from Opteam's employees that would benefit the company's current operations. By analyzing the insights of the target groups, the author could point out specific areas that currently work or do not work in Opteam's actions from the point of view of temporary staffed employees. This strategy for improvement was supported by Ahonen & Lohtaja-Ahonen (2014) as they state that problematic areas can be fixed quickly when hearing from the employees themselves. Lavoie (2015) also stresses the benefits of employee feedback for companies.

The aim of this thesis was also to improve the overall communication with employees between Opteam and its employees and therefore a new forum for communication was tested. The researcher discovered, that the general day-to-day communication can be intensified through a group feedback meeting with employees, where thoughts, opinions and experiences are exchanged. Eventually this generated as new knowledge for their employer. As Ahonen & Lohtaja-Ahonen (2014) state, employees often know a lot more that their employer can imagine.

The target groups used in this research consist of employees working at similar work communities and therefore it can be acknowledged that the culture present in these communities is quite similar among each other. As Da Forest et.al (2005) and Shirato & Yell (2000) all address, the culture among communities reflect to the way people communicate. In both group meetings the conversation followed the pattern of a fluent dialogue among participants. The author highlights the importance of the employees coming from same customer facilities, when giving feedback in groups.

The value of peer-support was also recognized by the researcher and therefore she suggests that a similar group model would be used in the future in group feedback meetings.

When examining group conversations it has to be considered that people tend to communicate in diverse ways, and a group meeting is not necessarily the best forum for feedback giving to everybody, depending on the individual in question. Despite of, both feedback groups in these piloted sessions were mainly active speakers, the effect of others being present when giving feedback may disturb some participants. In temporary staffing, even if working in same customer facilities all employees do not necessarily know each other beforehand. One may think that the other participants can not be trusted, or one can find just speaking in a unfamiliar group difficult. Here again the author stresses the importance of trust and similarity in groups as a recommendation for the future. The author states that the culture and behavior varies between different groups of employees, depending on the sector of business in which they work.

10.1 Research Findings

As base for this research the author used defined questions in order to gain relevant results from the feedback days.

- How can Opteam as an employer benefit by organizing feedback days for temporary employees working at same customer sectors?
- How can Opteam's temporary employees benefit by participating to the feedback days?
- Can feedback meetings with employees intensify communication at Opteam?

It is clear that the feedback days intensified communication at Opteam. The researcher gained relevant information from employees which was not recognized before the feedback days. The information which was gained from the temporary employees dealt mainly with the work at customer facilities and the basic operations of Opteam as an employer. Therefore the author concludes the results as something that Opteam can react to. A large amount of employees stated that they were also able to gain additional information through the feedback meetings which they did not know beforehand.

The feedback meetings assisted Opteam to recognize in which specific areas certain information is not reaching the employees. This enables Opteam to correct the blank spaces. Chapter 6 introduced questions that staffing services should ask themselves (Reilly 2012). Reacting to the questions, the author highlights the importance of talking with employees. As the employee comments show in chapter 9, the participants found talking with each other, and with their employer important and even revealing. The researcher states that this will be shown as an increase in job satisfaction. It was agreed that the results will carefully be looked into at Opteam and a plan would be drafted on how to respond to the feedback.

By analyzing the results from the questionnaire, the second research question above can be answered. When looking at the results of the feedback conversations it can be stated that most of the employees gained some kind of benefits through them. The benefits addressed below are a combination of assests merging from the overall results introduced in chapter 9.

- Excess work related information at the meeting.
- Peer- support.
- Possibility to address topics that normally would not be told to the employer.
- Increase in job satisfaction through conversation.

To answer the final research question, can feedback meetings with employees intensify communication at Opteam, the author contends that events as such will benefit the company in the future. By gaining employee insights Opteam can develop its currents actions in areas in which the employees point weaknesses in. Finally the author suggests that the feedback days would be executed to other employee groups as well. She believes that the comments will vary inside diverse customer sectors and certain operations of Opteam can be perceived differently by dissimilar employees. This will benefit Opteam when viewing employee comments in a variety of angles. These piloted feedback sessions are considered as a success by the author and therefore she addresses that feedback meetings could be used as a communication channel at the future.

10.2 Suggestions for Future Research

Despite of the above mentioned it has to be acknowledged that 139 employees were invited in total, from which 19 participated. Even though the author is satisfied with the participating amount of people to this research, the reason why the remaining 120 employees chose not to participate could be examined in the future. In addition, not all are comfortable giving feedback in groups as mentioned above. Therefore the author suggests that a research could be done examining how to receive feedback from these individuals.

Communication is a wide concept that can be perceived in a variety of different ways. In this research the author chose to intensify communication through a feedback day. It is just one of many tools that can be used for communication improvement inside organizations. Therefore finally the author suggests that the other methods of communication improvement would be examined besides feedback meetings.

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Keskusteluilta ----- kohteissa työskenteleville

Tervetuloa keskusteluiltaan tiistaina 23.5.2016 klo 16.00 Opteam Lounais-Suomen toimistolle osoitteeseen Pitkämäenkatu 13, Turku.

Illan aikana keskustellaan teitä askarruttavista asioista liittyen työhönne Opteamilla sekä kuunnellaan teiltä mahdollisia ideoita miten voisimme kehittää omaa toimintaamme työnantajanne. Tilaisuudessa teillä on mahdollisuus keskustella vapaasti myös muiden työntekijöiden kanssa sekä jakaa kokemuksianne työskentelystä ----- eri kohteissa.

Jos tiedät jo etukäteen aiheita, joista haluat keskustella tai kysymyksiä, joita haluat esittää voit lähettää niitä minulle alla olevaan sähköpostiosoitteeseen tai ottaa mukaasi keskusteluiltaan.

Kaikkien osallistujien kesken arvon yhden ravintolalahjakortin illan aikana ja tämän lisäksi on tarjolla kahvia ja pientä purtavaa.

Vahvistathan osallistumisesi sähköpostilla perjantaihin 20.5 mennessä osoitteeseen

tiia-mari.seppa@opteam.fi.

Terveisin,

Tiia-Mari Seppä

Opteam Lounais-Suomi Oy

What	How	Time	Materials
Introductions	The organizer will introduce the purpose of the feedback day, herself and participants will introduce themselves.	10 min	Own notes
Group Assignment	Participants divided in 2 groups. They think about what is good, what needs to be devolped and how.	15 min	Flipchart, markers
Analyzement of group assignment results	Conversation on the results among employees	30 min	Notes
Theme cards + general conversation	Each participants comments on a theme card on their turn. Other participate to the discussion.	30 min	Theme cards, notes
Questionnaires	Filling out the questionnaires	5 min	Questionnaires, pens

KYSELY KESKUSTELUILLASTA

Nimi (vapaaehtoinen):
Ikä:
Sukupuoli:

*Ympyröi jokaisen kysymyksen oikealta puolelta
numero, joka vastaa parhaiten mielipidettäsi asian tärkeydestä.
Käytä taulukon ylärivillä olevaa asteikkoa.*

Kysymys	Tärkeys				
	en olleenkaan	en kovin paljon	Ei mielipidettä	Melko paljon	Erittäin paljon
Oliko keskusteluillasta minulle hyötyä?	1	2	3	4	5
Sain puhuttua asioista avoimesti?	1	2	3	4	5
Osallistun jatkossakin keskustelu iltoihin?	1	2	3	4	5
Puhuimme asioista, joita en normaalisti ottaisi esille esim. puhelimitse tai viestillä?	1	2	3	4	5
Minusta oli mukavaa tavata muita työntekijöitä, jotka työskentelevät kanssani samoissa kohteissa?	1	2	3	4	5
Koen, että asioista keskustelu edesauttaa työhyvinvointiani?	1	2	3	4	5
Koen, että asioista kertomalla voin vaikuttaa?	1	2	3	4	5
Suosittelisitko muillekin keskusteluiltoihin osallistumista?	1	2	3	4	5
Haluan jakaa sekä hyvät, että huonot asiat Opteamin kanssa?	1	2	3	4	5
Koin että aiheet, joista keskustelimme otettiin vakavasti?	1	2	3	4	5
Asioista on helpompi keskustella yhdessä muiden kanssa?	1	2	3	4	5

Mikä keskustelussa oli hyvää/ huonoa?

Vapaat kommentit: